

Mandatory Scored Questions				
Offerors must answer all the questions in this spreadsheet in the cell provided.				
Failure to answer these questions will result in disqualification of the proposal.				
Offerors must indicate whether their proposal meets the individual requirement and provide a supporting narrative in the space provided. The narrative description, along with any required supporting materials, will be evaluated and awarded points in accordance with Section 6, Proposal Evaluation and Award. ONLY upload documents if there is a Yes in the "Upload Attachments with Additional Information?" column, to provide additional information about specific questions. Documents not requested in this column will not be evaluated.				
DO NOT INCLUDE ANY COST INFORMATION IN YOUR RESPONSE TO THIS WORKSHEET.				
Question #	Questions per Proposal Factors/Categories	Response by Offeror	Upload Attachments with Additional Information?	Attachment File Name
	Experience			
1	Offeror must possess a minimum of 5 years of documented experience providing contract management services with a similar scope of services. (Provide examples of management experience similar to the scope of deliverables outlined in the RFP)	<p>The United Way of Greater Atlanta (UWGA) will be the contractor and administrator for the Positive Alternatives for Pregnancy and Parenting Grant Program. Currently UWGA has over 100 years granting experience. We currently provide grants to over 180 agencies in 13 metro Atlanta counties, and is managing 14 city, state and federal grants in excess of \$38.8M in the areas of health, education, income and homelessness. Our monitoring and reporting relationships are above reproach as indicated by new and renewed grants from a variety of government sources. We have extensive experience in creating and evaluating grant applications, monitoring grant compliance, maintaining records, and coordinating communications among agencies. Additionally, UWGA has a track record for responding to maternal and child health needs by supporting perinatal services and evidence based interventions focused on the health of women and babies before, during and after birth. This record includes funding initiatives that address the different factors which determine why women cannot access adequate prenatal care and skilled care during childbirth, including quality and availability of services as well as costs, distance, available transport, family decision-making processes and lack of support.</p> <p>UWGA funds programs addressing multiple pregnancy support services, including:</p> <ul style="list-style-type: none"> • Providing adequate prenatal care and education • Promoting positive prenatal health behaviors • Addressing the social determinates of health (nutrition, housing, employment) • Care coordination and support services • Reducing barriers to access • Enabling client empowerment <p>Attached you will find a few samples of program reports which demonstrates our management experience similar to the scope of deliverables outlined in the RFP.</p>	Yes	Atlanta Healthy Start and 17_18 Organization Assessment Tool Final
2	Offeror must submit a list of all clients for whom similar services, as detailed in this RFP, have been provided during the past three years. The list must include: dates of service, name of contact person, title of contact person, address, and phone number of contact person	<p>evidenced-based model is successful because doulas are recruited from the same community as their clients and are able to bridge language and cultural barriers in order to meet health needs. The purpose of this project is to reduce the rate of very low and low birth weight babies in DeKalb and Fulton counties. This initiative works occurs in partnership with women's health and social service organizations and targets women of color in communities where there are high rates of low birth weight babies and infant mortality. Contact: Dr. Mishawna Moore, Families First, Inc., 80 Joseph E. Lowery Blvd. Atlanta, GA 30314, (404) 853-2800.</p> <ul style="list-style-type: none"> • Perinatal Support Professionals: Through a partnership with Healthy Mothers, Healthy Babies Coalition of Georgia, this project aims to increase the number of qualified perinatal support professionals serving communities at most risk for poor birth outcomes in Georgia. Essential elements of this approach includes a two-phase training and credentialing program for women interested in becoming Doulas (birth and postpartum), Certified Lactation Consultants, or Certified Childbirth Educators. Contact: Elise Blasingame, Executive Director Healthy Mothers, Healthy Babies Coalition of Georgia p: 770-451-0020 ext 201 m: 404-205-6680 a: 2300 Henderson Mill Road, Suite 410, Atlanta, GA 30345 • MOMS - is an integrative method of care focused on improving the birth outcomes of women by making perinatal health resources available to pregnant and parenting mothers through education, outreach, and support services such as housing and behavioral health. This partnership with Clayton County Board of Health is a 6 year project created to address the rates of infant mortality in underserved communities. Services provided 2011-2017. Contact: Timothy N. Thornton, MPA, Project Director, Healthier Generations Project (HGP): Clayton County Board of Health (1117 Battlecreek Road Jonesboro, GA 30236) Office: 678 610 7298 • Healthy Communities - increases access to critical health services for the uninsured and underinsured in rural counties throughout Greater Atlanta. The Healthy Communities grant program currently has 6 grantees listed as follows: Butts County Life Enrichment Team (L.E.T.) - Contact: Ann-Marie Pope email: buttscolet@gmail.com phone: 770-775-5829 Cherokee Family Violence Center - Contact: Teresa Milsaps email: teresa@cfvc.org phone: 770-479-1804 x116 Hands of Hope Clinic - Contact: Molly D. Cole email: excedir@handsofhopeclinic.org phone: 770-389-6818 House of Dawn - Contact: Dawn Murray email: houseofdawn1@bellsouth.net phone: 770-477-2385 Rockdale Coalition for Children and Families - Contact: Michael Hutcheson email: michael.hutcheson@rockdalecoalition.org phone: 770-761-9244 S.H.A.R.E. House - Contact: Teresa Smith email: vteresasmith@bellsouth.net phone: 770-949-0626 • Choose HEALTH - pairs vulnerable patients with community health workers, helping to improve the patient's well-being and prevent avoidable and expensive emergency hospital visits. Choose HEALTH currently has 6 partner sites: Family Health Centers of Georgia - Contact: Linda Abbott email: labbott@fhcg.org phone: 404-756-6866 Grady Health System - Contact: John Reynolds, Dir. Social Services email: jreynolds2@gmh.edu phone: 404-616-3521 Gwinnett Medical Center - Sue Troccia/Kim Joens email: stroccia@gwinnettmmedicalcenter.org phone: 678-312-3857 Mercy Care - Contact: Kenya Arnold email: karnold@mercyatlanta.org phone: 678-879-5702 Oakhurst Medical Center - Contact: Tarri Johnson email: tarri.johnson@oakmed.org phone: 404-564-7385 Southside Medical Center - Contact: D'Juana Dudley email: ddudley@smcmed.com phone: 404-564-7004 	Yes	Centering Pregnancy Sites and Satellites and Impact grant listing 5.25

3	<p>Offeror must provide at least 3 references from former clients to whom they provided contract management services with a similar scope of service to those in this solicitation. Each reference must include the following: client name, contact person, phone number, email address, and the scope of service</p> <p>NOTE: If the agency has never recieved grant funding from any agency before then they would need to include any information they believe would be beneficial to substantiating their ability to meet the deliverables as outlined in this RFP.</p>	<p>Client #2: SSVF- Supportive Services for Veteran Families (U.S. Department of Veterans Affairs)</p> <p>Contact Info: Marsheta Boyton, MSW SSVF Regional Coordinator, Region 7, U.S. Department of Veterans Affairs Phone: (704)267.3477 Marsheta.Boyton@va.gov</p> <p>Scope of Service: SSVF provides case management, housing counseling, temporary financial assistance, and connection to community resources for Veteran households experiencing homelessness or at imminent risk of becoming homeless. In VA fiscal year 2017, we were renewed for a \$2,020,000 grant to continue providing these services to Fulton, DeKalb, Cobb, Gwinnett, Douglas, Henry, Clayton, and Rockdale counties. Ending homelessness for Veteran families through SSVF is accomplished through partnerships with 6 sub-contractors who provide case management, housing procurement, legal aid, employment services, and other services needed to assist Veterans in achieving self-sufficiency.</p> <p>Client #3 Kaiser Permanente</p> <p>Contact Info: Gloria Kemp Kaiser Permanente of Georgia Grants Manager 3495 Piedmont Road, NE Nine Piedmont Center Atlanta, GA 30305 Email: gloria.kemp@kp.org phone: 404-949-5177</p> <p>Scope of Service The Kaiser funding supports the expansion of access to health care for the uninsured and underinsured in several metro Atlanta counties. Agencies receive funding to increase capacity to serve more individuals and families.</p>	Yes	References
4	Offeror must disclose any services terminated by the client(s) and the reason for termination	None	Yes	None
Financial Stability				
1	Offeror must provide a copy of the most recent audited financial report if a public company. The offeror must, if not a public company, provide a copy of the most recent internal financial statement and a letter from their financial institution stating the offeror's financial stability. The letter must be on the financial institution's letterhead.	Attached you will find the accompanying financial statements of United Way of Greater Atlanta, Inc. (the "United Way") (a nonprofit organization), which comprise the statements of financial position as of June 30, 2016 and 2015, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.	Yes	Issued UW financial statements 2016
2	Offeror must disclose any pending or current litigation against their company. If None type "None" in the comments section.	None	Yes	None
3	Offeror must disclose any bankruptcies filed in the last ten years. If None type "None" in the comments section.	None	Yes	None
Organization Composition				
1	Offeror must be a 501 (c)(3) organization, including having a board that hires and supervises the agency's director and provides oversight for organizational operations.	United Way of Metropolitan Atlanta operates as a not-for profit with 501(c) (3) status under the leadership of its president, Milton J. Little, Jr. and the guidance of a 44-member Board of Directors from the corporate, educational, labor and community sectors. The organization follows a well-considered strategic plan with mechanisms for self-assessment, analyses of barriers to forward movement and indicators of how to achieve improvement, increased coordination, policy coherence and comprehensive service coordination. UWMA provides invaluable support to its grantees/partner organizations, not only financially, but also with volunteers and technical support and capacity building opportunities in fundraising, operations and volunteer management.	Yes	Milton Little bio long version Jan2017, 501 (C) (3) letters and Board of Directors
Technical Requirements				

1	Offeror must describe their approach to creating and administering a grant application process, including announcement, review and administration.	<p>The UWGA has an established and detailed competitive community investment online grant application process which will follow a linear lifecycle including creating the funding opportunity, making award decisions, and successfully implementing and administering the award. UWGA will utilize its existing investment infrastructure and statewide United Way network to notify providers of available funding for the Positive Alternatives for Pregnancy and Parenting Grant Program. As part of this strategy to successfully disseminate the FOA, we will hire a lead regional program manager and 4 regional coordinators which will engage and work closely with United Way affiliates in Georgia, the regional perinatal centers, public health districts, community health centers including FQHC's and identified positive pregnancy support services across the 6 perinatal regions. Staff will be located across the state and housed in local United Ways in Augusta, Columbus, Macon, Savannah and Albany. Utilizing the 5 local United Ways in each of the perinatal regions, each program coordinator will tap into established partnerships and networks to help accelerate the granting process. Each coordinator will work in local communities across the state to identify qualifying agencies/providers, review and evaluate applications, conduct agency site visits, and help facilitate funding recommendations based on provider's ability to provide services. In addition, we will send an email communication to organizations/programs we have existing partnerships with and are already providing services.</p> <p>The Funding Opportunity Announcement (FOA) will be posted on our website under 'For Non-profits' and can be found at https://www.unitedwayatlanta.org/for-non-profits/, with a dedicated link to the detailed funding requirements specific to this opportunity as defined by the Agency. The FOA will also be circulated and listed by United Way affiliates across the state. Currently there are 33 local United Ways in Georgia. Once the application submission deadline passes, the UWGA will perform an initial screening to ensure the application is on time and complete - a basic minimum requirements review will be conducted, to check each proposal to ensure it includes all the required components to qualify for the grant. Facilities will be notified by email of receipt of the application within ten days of submission. A complete programmatic review and assessment of the substance of the applications using our UWGA funding assessment tool will follow and will be described in more detail. Common elements reviewed will include the organization's capacity, program of work impact, program narrative, evaluation, and sustainability. Subsequent site visits to evaluate programs are also included as a part of the process. A financial review of proposed budgets and award decisions and announcements will complete the process.</p>	No	
2	Offeror must describe their approach to evaluating provider grant applications on a competitive basis and recommending providers to DPH.	<p>The applications will undergo a thorough review and assessment for their technical and programmatic quality and competency. The review will be conducted using a modified version of the UWGA's assessment tool to meet specific Agency/Programmatic requirements. This tool is used as part of the United Way of Greater Atlanta Impact Fund investment process as a trusted method for evaluating programs that have submitted applications for funding. The assessment tool will be slightly modified to capture the "required elements" and scoring system established by the Agency in Exhibit A: Application Guidelines and Submission Procedure and which are similar to those already captured by UWGA. Required Components will include: capacity summary, potential impact, program description, evaluation, budget and a sustainability plan. Applications will be reviewed by a panel of at least three people who will assess and score each application independently. Then, the review panel will convene to discuss the merits of the applications and submit final scoring and funding recommendations.</p> <p>Financial Review The UWGA has conducted the agency financial review as part of its annual investment process. Utilizing the agency financial documents & resources such as Financial Scan to evaluate the agency's liquidity, dependence on debt and overall financial health. Industry standards relating to reserve funds, debt burden, administrative cost, operating expenses and accounting practices are used as a basis for analysis. We will conduct a cost analysis, reviewing each line item and the overall proposed budget to ensure compliance with statutory and financial regulations. Additionally, the financial review also factors in the total budget for the grant program in relation to how much money each application will receive/requests.</p>	No	
3	Offeror must describe their approach to selecting qualified providers to participate in the program.	A series of policies, assessment tools, and assurances are in place to maintain a fair, objective process based on material facts in the applications and without conflicts of interest (COI) for the peer reviewers. Deadlines for review and award notification will be established beforehand. Orientation will be provided on the assessment tool for all reviewers which include practice scoring to increase consistency in the evaluation. Once all applicants have been scored, the programs will be ranked by score and the reviewers will meet to discuss their assessments. Utilizing a consensus approach to determine the final set of providers.	No	
4	Offeror must describe their approach to communicating written acceptance or denial of grant applications that have been approved by DPH, to Direct Client Service Providers.	Grant applicants selected for funding will be notified within 15 days of submission by phone and email pending final determination of the review board. Consequently a funds release agreement will be drafted for each provider with details regarding grant payment schedules and service provision to facilitate the release of funds and initiation of services within the expedited turnaround time while also allowing grantees time to secure required signatures and return of full grant agreement at a later date. It will also serve to establish negotiation of program targets and mandatory reporting. Signing this Funds Release Agreement indicates acknowledgement and acceptance of the terms outlined above.	No	

5	Offeror must describe their approach to monitoring the continual compliance with the subcontract and ensuring that providers fulfill all subcontract requirements.	The UWGA uses ANDAR which is a unique online system that allows the United Way to help monitor provider compliance to contractual agreements through reporting mechanisms. It is a single database of integrated information that eliminates the need for multiple databases and spreadsheets throughout the organization and has a web based funding application process that reduces the number of forms required from agencies, and lets agencies enter their data once online. ANDAR also streamlines and speeds up the submission process and eliminates the need for the re-keying of data and increases information sharing between departments within the organization. In addition, we also implement the Community Building module which has a component in its platform specifically designed to streamline the investment process and capture outcome and impact measurements. The providers will be able to log into the system to submit their monthly, quarterly, and year end reports through one connective web portal. If providers fail to submit their required monthly reports we will contact them via email/phone. After three attempts (email/phone calls) to capture the required information the organization funds are placed on hold. If the required information is not secured after a defined period the funds will be forfeited.	No	
6	Offeror must describe their approach to processing, inspecting, reviewing, and approving subcontractors' budgets, invoices for payment, and documentation of expenditures.	We have a set of checks and balances in the payout process that includes three levels of approval for all invoices before processing: 1) the Community Engagement staff reviews to ensure the invoice is appropriate and within the scope of work/agreed upon activities. 2) approval by the Community Engagement operations team to ensure all appropriate paperwork has been submitted and ensure (dollars available in the account) 3) final approval by the Finance - Grants Accountant who reconfirms the paperwork, money in the respective account and documents payment in the organization's general ledger. If there is a discrepancy in one step of the process invoices do not move forward until a resolution is made. United Way has experienced financial reviewers which evaluate financial statements/audits/compilations to review the budgets and supporting material if require to ensure fiscal stability. Our timeframe for this process is an estimated 7 to 10 business days once we receive all completed documentation. In addition the regional program coordinator will ensure that these tasks are completed in a timely manner.	No	
7	Offeror must describe their approach to maintaining records for each grant applicant and award.	As part of our grants management system we use our online system to capture and maintain the information on all applicants & awardees for each grant cycle. This allows us to conduct analysis of our applicant/grantee pool in an efficient and secured manner. Our data management team reviews, analyzes and produces a semi-annual and annual report each year for our Board of directors. We also have flexibility to adapt the system to accommodate specific grant needs.	No	
8	Offeror must describe their approach to coordinating activities and correspondence between the DPH and Direct Client Service Providers.	As mentioned previously we will hire a regional program manager and four regional coordinators which will work with the health director at UWGA to coordinate activities and correspondence between DPH and direct client services. More specifically we will work with DPH staff to tailor United Way's resources and systems to establish effective channels and platforms of communication to ensure accountability.	No	
9	Offeror must describe their approach to developing and implementing an evaluation plan to monitor progress and outcomes for the proposed Pregnancy Support Services.	<p>The UWGA proposes a 2 prong approach to evaluation. We will conduct both an internal and external evaluation to assess the impact of the funded interventions on both pregnancy and birth outcomes. As previously mentioned we will take advantage of our internal capacity and the use of ANDAR360 a CRM software which consolidates client information and documents into a single database so we can more easily access and manage it. Other main functions of this software include recording various customer interactions, automating various workflow processes such as tasks, calendars and alerts, and giving coordinators the ability to track performance and productivity based on information logged within the system.</p> <p>In addition to our internal evaluation and monitoring plan and procedures, Georgia Health Policy Center (GHPC) will serve as the external evaluator for United Way of Atlanta's Positive Alternatives for Pregnancy and Parenting program and provide technical assistance to program grantees. GHPC will partner with the United Way of Atlanta to develop a robust evaluation plan, ensuring that appropriate evaluation guidance is included in the RFP. GHPC will identify and/or develop user-friendly data collection tools applicable to the purpose of the grant program that includes both process and outcome measures. GHPC will provide oversight for program coordinators across the state and host both an initial data collection workshop and webinars as needed to ensure that all parties are collecting and submitting data appropriately. GHPC will develop biannual health outcome reports for each grantee, thereby allowing them to see their progress compared with their peers, and report on process indicators to support quality improvement through the grant period. GHPC will submit a final evaluation report to the United Way of Atlanta which will assess the impact of the funded interventions and provide lessons learned.</p>	No	
Staffing				
1	The offeror must provide an organizational chart including all staff that will be used in the course of the resulting contract showing reporting relationships within their organization and a biography for agency director.	<p>Milton J. Little, Jr. became the first African-American president of United Way of Greater Atlanta, the second-largest in the national system, in July 2007. Previously, he served as president of United Way of Massachusetts Bay and Merrimack Valley. Little joins a strong legacy of fundraising and collaborative leaders who bring together supportive partners in the for-profit, nonprofit, philanthropic and government sectors to identify challenges facing individuals and families and offer solutions. He has helped raise more than half a billion dollars for local community needs and priorities during his career. (Complete biography attached)</p> <p>The UWGA focus areas include health, education, income, and homelessness/basic needs. This opportunity will fall under the leadership of Kim Addie, Senior Health director and will become part of our portfolio of work, which has been committed for several years to improving birth outcomes that exist within our most vulnerable communities. UWGA is a leader in advocating for reducing infant mortality and perinatal disparities and the hub for maternal and child health programs and services, particularly those addressing the issues of infant mortality, low birth weight and racial disparities in perinatal outcomes. Attached are two organizational charts. The first describes the reporting mechanism for community engagement and the second one describes the core team that will be engaged in implementing the course of contract work.</p>	Yes	UWGA Organizational chart and direct staff org chart
Implementation				

1	The offeror must submit an implementation plan in response to this RFP to ensure a smooth transition of services to be provided under the new contract. The implementation plan shall include all tasks to be performed and milestone dates.	The attached table highlights 13 key tasks/activities that will be performed as described in the contract scope. Time frames are estimates and based on the requirements set forth in the contract. This implementation plan will be updated as appropriate. The date of enactment was estimated July 1, 2017.	Yes	Implementation PlanUWGA
2	The offeror must describe their approach to develop and implement direct service provider contracts within 30 days of contract execution date.	Week One - Contract template is created & validated (2 days); contracts are produced (1 day); communication is sent to awardees with a one week deadline and will allow for agencies to use an electronic signature. Week Two- reminder communication sent two days before the deadline. Final reminder sent the day before the deadline. Deadline end of week two. Week Three - follow up with outstanding agencies.	No	
Reporting				
1	Offeror must describe its ability to collect and report appropriate documentation as required by DPH.	<p>United Way has more than 18 years' experience and capacity to manage and utilize an online database to collect information from grantees. We will collect and store data stipulated by DPH through the ANDAR website (https://epledge.unitedwayatlanta.org/Begin.jsp) our online database management system. The agencies will use this site to complete their monthly reports in pdf or excel format. The data is stored and can be accessed at any time by UWGA or the agency for future use. We have ability to customize standardized reports to meet individual reporting agency needs and DPH reporting requirements. We currently design, update and manage more than 220 applications across 17 strategies, conduct application reviews (scores and narratives by 3 reviewers for each application), grant monitoring by over 20 staff, reports and evaluations (quarterly, mid-year and annual) that cover detailed demographics, outcomes achieved as well as narratives and success stories.</p> <p>United Way of Greater Atlanta has a robust team of individuals who work together with program content experts to ensure meaningful, timely and reliable reporting. The United Way team includes 1) investment database manager who manages quality and consistency of the ANDAR database, is able to customize data entry and reporting fields, provide technical assistance to grantees and staff; 2) Data Director, who is responsible for summarizing and analyzing multiple data sets, ensuring consistency in evaluation and measurement requirements across years and across different focus areas 3) Associate VP for Knowledge Development who has an extensive background in program evaluation helps to ensure that the data collected is useful for decision-making and continuous improvement. This team will also work with the Georgia Health Policy to ensure continuity and alignment on the external evaluation plan and work.</p> <p>Finally, the data will be collected and we will generate quarterly and end of year programmatic reports with the forms provide for and by DPH. We will ensure that the report is transportable for easy distribution and through the channels approved by DPH (i.e. e-mail, print, web based).</p>	No	
2	Offeror must describe its ability to submit timely and complete quarterly and end of the year programmatic reports.	<p>The United Way of Greater Atlanta (UWGA) has been a sub-grantee of the Georgia Commission for Service and Volunteerism (GCSV) for the past 8 years. As sub-grantees, UWGA is responsible for monthly financial reporting, quarterly programmatic reports, and bi-annual financial expense reports. UWGA has increased our compliance site visit and risk assessment score by more than 20 points. The GCSV has identified compiling and submitting reports as a strength of UWGA's AmeriCorps program. Our monthly financial reports have been submitted and approved on-time for the past several months and our organization works cross-functionally to ensure all reporting is completed and reviewed in coordination and submitted in a timely fashion.</p> <p>We will submit quarterly and year end reports to DPH within a 2 week framework, which is our standard practice.</p>	No	
3	The offeror must provide samples of all available standard reports.	Attached are samples of standardized reports which have been tailored to meet specific reporting needs. This is just a small representation of the capacity we have to produce customized reports using ANDAR. We will work with DPH to support all reporting requirements.	Yes	Template for RS mid year and year end data report, BWHI, Doula Rolling Data February 2017, MOMS 2016 Report, Center for Black Women's wellness